#### INTERIM REPORT

by

#### JOINT COMMITTEE BOARD/SENATE OF LOYOLA COLLEGE

on

#### "FUTURE OF LOYOLA"

#### MEMBERSHIP

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TRUSTEES		
22000		

R. H. Marchessault (Chairman)

J. J. Lavery

SENATE

C. A. Phelan

R. Breen

J. E. O'Brien, S.J.

D. Mooney

(Alternate, P. Malone, S.J.)

P. Lonergan (co-opted)

J. Norris (co-opted)

#### DATE OF REPORT

September 22, 1970

From June 1st of this year to the present, the Committee has held eight formal meetings. Dr. Michael Blanar was executive secretary until the end of July at which time he left for his new appointment at Mount St. Vincent College. The Committee owes a great deal to his tireless efforts.

Because so much preliminary discussion had already taken place and was summarized in various briefs, the Committee was able to review the past work and arrive at some decisions for action. The consensus of the numerous commentaries from "on campus" was that the Savage/Despland proposal was unacceptable in its present form because it reduces Loyola to the status of a liberal arts college. The essence of the proposal involves such a radical change that the basic philosophy and identity of Loyola would be unrecognizable. Another generally expressed view was that all possibilities be explored for merger or federation. These main objectives were set: to explore the possibilities of merger or federation of Loyola College with:

Sir George Williams University McGill University Université du Québec

The Committee prepared short "working proposals" for each of the Universities. These briefs were not meant to be a definitive "prise de position", but rather a starting point for further dialogue. With them in hand, the executive secretary was instructed to seek appointments with the highest academic officer of the above-mentioned institutions. These three meetings have taken place and a brief report on each is given below.

#### SIR GEORGE UNIVERSITY

The meeting took place on July 14 in the Principal's office at S.G.W.U. it involved:

SIR GEORGE
Principal J. O'Brien
Vice-Principal F.M. Smola
Asst. Dean Michel Despland

Dr. R.H. Marchessault Very Rev. P. Malone, S.J. Dr. J. J. Lavery

Since the proposed merger conditions were significantly different than the Savage/Despland proposals, which had been approved on Nov.13, 1969 by the S.G.W.U. Board of Governors, the tenor of the meeting was rather cool. They did not like the idea of each institution maintaining its complete identity and questioned whether the proposal was "workable". There was concern as to whether it would allow any progress towards integration at the undergraduate level and whether funds would be available for any kind of graduate expansion, which would initially be the area of common operation. Clearly they were not happy to see the Savage/Despland report put aside.

Following the meeting a rather lengthy letter restating our position, was sent by the Chairman to Principal O'Brien. This letter is attached herewith. It seems that the Committee's brief is the first formal counter-proposal to the Savage/Despland plan. It needs to be followed up with more concrete ideas.

S.G.W.U. is Loyola's most obvious equal partner with mutual benefits for both parties being derived from a merger. Indirect pressure is being brought to bear on both institutions to bring about this merger. Unfortunately, little progress is being made at this time although it would be a real forward step for consolidation of english-speaking higher education.

#### McGILL UNIVERSITY

This meeting was informal in the sense that Principal Bell had still not assumed office. The participants at the luncheon meeting on August 18 were:

#### McGill

Principal R. Bell Dr. Leo Jaffe

#### Loyola

Dr. R.H. Marchessault Rev. J. O'Brien, S.J. C.A. Phelan, Q.C.

The McGill group made clear that they are in no position to assume any kind of financial burden. From an academic point of view they are willing to consider the proposed federation very seriously. They consider that the ultimate result will be a satellite campus of McGill in the west-end of Montreal. In compliance with their request the McGill brief has been formally transmitted by Father Malone to Principal Bell with a covering letter dated September 8, 1970, herewith included. Principal Bell has acknowledged receipt (cf.attached) and at this time the Committee is waiting action on the part of McGill. It is expected that a negotiating group will be named by Principal Bell.

#### UNIVERSITE du QUEBEC

There have been a number of informal contacts with this institution, prior to the official meeting of the Committee on August 27. The meeting took place at the offices of Université du Québec between:

#### Université du Québec

President A. Riverin M. Michel Houde

#### Loyola

Dr. R.H. Marchessault Very Rev. P. Malone, S.J. Dr. R. Breen The climate of this meeting is best described as "businesslike" with discussions in french and english. Dr. Riverin wasted no time in stating that it is inconceivable at this time that Article 4c, Section II of Bill 88 be used as a basis for admitting Loyola as a full constituent of the U. du Q. We interpret this to mean that this new institution is simply not ready for this kind of action, both politically and academically. In the long pull U. du Q. wishes to have a strong place in the sphere of english speaking education in Montreal, perhaps in five years. By that time, it was implied by Dr. Riverin, Loyola and S.G.W.U. should have reached an entente to form a new institution which would be absorbed as a constituent of U. du Q.

This type of exchange leads the Committee to surmise that U. du Q. is sufficiently occupied with putting its own house in order and would rather see english speaking higher education do the same before it embarks on any ventures into their sphere. Dr. Riverin volunteered his good offices to form a "tripartite committee" which would prepare the way for merger of S.G.W.U. and Loyola prior to entry into the U. du Q.

#### CONCLUSIONS

It is much too soon to make specific recommendations however certain trends are evident:

The relation with <u>Université du Montréal</u> could be renewed for three years at the earliest possible opportunity as all institutions of higher learning (except U. du Q.) are marking step and action is bound to be slow. At this time Loyola must be legally able to grant degrees to students who enroll after 1972.

The Université du Montréal has not been approached by this Committee because it is in the process of terminating its onerous relations to the <u>colleges classiques</u> and is psychologically not in any mood to consider a new relationship to Loyola.

This Committee votes unanimously for active pursuit of negotiations with McGill University and S.G.W.U. and this was formally stated at its meeting of September 15, 1970, in a resolution:

"THAT THIS COMMITTEE FOR THE TIME BEING ACTIVELY CONTINUE DISCUSSIONS WITH SIR GEORGE WILLIAMS AND McGILL."

For the Committee,

R. H. Marchessault, Chairman



MONTREAL HO

September 18, 1970.

Father Partick G. Malone, S.J., President, Loyola College, 7141 Sherbrooke Street West, Montreal, Quebec.

Dear Father Malone,

Thank you for your letter of September 8, 1970, and enclosures. I had already received an informal letter from Professor Marchessault, following upon the informal lunch attended by Professor Marchessault, Father O'Brien and Mr. Phelan, as well as our Professor Jaffe. I am now going to circulate your letter and some other material to various people at McGill who are experienced in considering such matters, and ask for their advice. After that I shall try to get in touch with you again.

. With best personal regards, I am,

Yours sincerely,

c.c. Vice Principal S.B. Frost Vice Principal M.K. Oliver



July 14th Visit

Dr. J. O'Brien
President
Sir George Williams University
Montreal

Dear Dr. O'Brien:

The members of the Joint Committee of the Board of Trustees and the Senate on the Future of Loyola have instructed me to thank you and your colleagues, Dr. Smola and Prof. Despland, for your kind reception of our delegates at the recent meeting of July 14th concerning our proposal on a Loyola-SGWU federation.

However, our delegates, Dr. R.H. Marchessault (Chairman of this Joint Committee), Very Rev. P.G. Malone, S.J., President of Loyola, and Dr. J.J. Lavery, returned from the discussions somewhat disheartened by the non-committal and almost disinterested attitude towards the proposal by the Sir George group.

Briefly, what the proposal suggests is that a new university be formed by the coming-together of Sir George Williams University and Loyola as equal partners, whereby one federated institution is constituted while preserving the identities, philosophies and, to a great extent, the structures of both (cf. Savage/Despland 3.6). True, the University Board of Governors and the University Senate will be supreme, and both institutions will need to surrender this precious power and privilege of deciding for themselves, but it will be for the greater good of English-speaking education in the Province of Quebec. This will also allow for the separate existence of the Graduate Studies program, with appointments being made from both Loyola and Sir George, to say nothing of the potential of such a federation for drawing research grants from governmental and other bodies. This common faculty will be the granite from which the new institution will be carved, a cornerstone of excellence.

The Savage/Despland plan, which we note has been accepted in principle by the Board of Governors of Sir George and which they are willing to use as a basis for further negotiations, permits Loyola only one-sixth of the structures of the "new" university while accepting, as our own proposal does, the supremacy of the Governors and Senate. The Councils (3.1) within the two institutions and the cooperation described (3.2) are exactly what has been suggested in our proposal as well. But the reduction of Loyola to a liberal arts college would be a retrograde step back to 1945, to the old "collège classique" days in Quebec - and those are gone, gone.

The Savage/Despland proposal sees the need for an expansion program which would include the erection of a research library, an undergraduate library and an Arts building - all of this downtown, all of this expensive, all of this in an urban area which is already dominated by two large English-speaking universities; while the removal of students from the Faculties of Commerce, Engineering and Science would create available space at the Loyola site. We do not think that this high cost of land, of building, of maintenance would be acceptable to the Provincial Government who can consider this as nothing but extravagance and uncalled-for while space is available at the west-end. Perhaps the very natural development of the Savage/Despland proposal would be more acceptable: the presence of the Faculties of Science and Engineering on the undergraduate and graduate levels at the downtown site (4.1) while all students, undergraduate and graduate, enrolled in the Faculties of Arts and Commerce would be located at the Loyola campus. This plan, this natural evolution of the Savage/Despland proposal, would be a unification of the proper sectors of both institutions while presenting the greatest economic advantages. Of course, we say nothing as to the identities, the personalities of Loyola and Sir George under this plan.

Simply, the Savage-Despland proposal suggests such a radical change in the philosophy and identity of Loyola so as to make it unrecognizable, and furthermore academically unsound. The presence of Arts only at Loyola would greatly restrict the offerings of our Evening Division and Summer School, changing its identity too. The problem of records, of athletics, of admission policies, etc. — the whole upheaval can spell only disaster to Loyola while Sir George's Faculties of Commerce, Engineering and Science would be almost doubled overnight at our expense and to our detriment.

During our discussions the Sir George delegates seemed to worry about lack of structures to ensure cooperation between the two constituents. Actually, this is equally an imponderable in the Savage/Despland plan (3.1 "Department delegates"). Already, there is and has been continued cooperation on the departmental level between our two institutions.

The dual constituency which we propose, will allow for separate operation under one administrative umbrella until more coordination and great cooperation can be mutually determined. As a result more time will be given to Loyola, SGWU, and English education to search for a new modus vivendi. There could also be a trial period of ten years during which the "merger" would come about slowly and naturally, allowing at the end of this trial period a fairly easy stepping-apart should this be the wish or the need, or it would allow the easy inclusion of other smaller bodies into this "federation".

We appreciate the fact that you and your colleagues have stated that you will continue to seek advice and opinions from the rest of Sir George community, but it must be remembered that, if there is to be any kind of marriage, it will have to be a modern "marriage", of equal partners, with a certain amount of give-and-take. We also will continue the dialogue with our own community but we shall be waiting in anticipation for your further comments.

R. H. Marchessault Chairman, Joint Trustee-Senate Committee on "Future of Loyola"



# PROPOSAL FOR FEDERATION OF LOYOLA COLLEGE AND MCGILL UNIVERSITY (#2)

Federation with Quebec's largest English-speaking university, whose reputation and excellence stretches far beyond the provincial boundaries into the national and international realm of Scholarship and research, is a most natural and desirable goal towards which Loyola at this time should strive. Furthermore, McGill also appears to be the centre, the vortex towards which the English-speaking community in the Province of Quebec seems to be drawn for the mutual protection, for the preservation of their culture (all cultures other than French-Canadian), and for the continued development and excellence especially of the educational system.

McGill is a well-established and well-developed university with a student enrollment of over fifteen thousand graduate and undergraduate students, and the addition of another 4250 students could make it even more gigantic and unwieldy. However the addition of Loyola College as a constituent institution, as a "smaller college" (these academic modules are more than educationally acceptable), as a "satellite campus" would be in keeping with accepted norms of educational circles today; and Loyola's unquestionable reputation in academics as well as in other fields (African Studies program; Athletics; social, community work) would further enhance McGill.

One of the most significant additions would be availability of Loyola's Evening Division, very much involved in the continuing education of adults, and the fact that it offers degree courses in Winter and Summer evenings and days, would make

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McGill even more attractive to prospective students. That McGill offers extension courses is a well-known fact, that the courses it offers are non-credit is also well known; and that over six thousand students avail themselves of Loyola's offerings must not be forgotten or overlooked. The wide variety of academically sound credit and non-credit courses cannot but bolster McGill's reputation as a community-conscious institution and attract many more prospective students to answer the call of continuing education.

But mere size, together with increased campus space for further expansion, with the possibility for the fairly-free interchange and exchange of faculty, courses, students and even facilities becomes less significant when we consider the increased influence which the "new-look" institution will have. It would represent a greater cross-section of the English-speaking community, and would include (and this is desirable) the English-speaking Catholic community of the Province of Quebec, with the result that the Government and especially the Ministry would possibly find it much easier to work with the anglophone institutions with the presence of this new partnership. In addition, the English-speaking Catholic students who have been coming to Loyola not only attracted by its academic excellence but also by its very personality and Catholic character would swell the ranks of first-class students graduating from McGill University.

The federation of Loyola with McGill would also mean that Loyola College, as an integral part of the larger institution, would be subject to the authority



of the McGill Board of Governors and to the academic Senate, requiring also a fair and proportionate representation on each. As McGill's Board of Governors at present includes thirty-seven members (Chancellor, Principal, 26 elected by Graduate Society, 75 elected by Senate - Board must include 5 alumni), Loyola would expect to have at least five representatives, and at least ten representatives on Senate (which includes 64 representatives: Chancellor, Principal, 4 Vice-Principals, 11 Deans, 5 Governors (at least 1 from Graduate Society), President of Student Society - 23 ex officio; and the following elected members: 14 from Arts & Science, 2 Agriculture, 2 Dentistry, 1 Divinity, 2 Education, 4 Engineering, 1 Graduate Studies and Research, 2 Law, 3 Medicine, 1 Music, 1 Management, 8 students (including 1 from MacDonald College — for a total of 41) of the 64 ex officio and elected members. Furthermore, the Director of the Evening Division and the Assistant Deans would sit in Senate with voice but no vote as at present do the Director of Continuing Education, the Warden of Royal Victoria College, the Director of the University Libraries, and the Vice-Deans.

In addition federation would mean the availability of a number of well-qualified professors in various disciplines for graduate work, as well as the increased resource for graduate students, for space for library, and especially increased grants, both operational and capital. The possibility of offering both undergraduate and graduate courses at either or both campuses would be present should the need be felt, and a greater incursion into bilingual offerings on a wider basis a real need. Such a federation would certainly represent the first



positive step taken for the union of all English-speaking universities, and in fact of all English-speaking education in the Province.

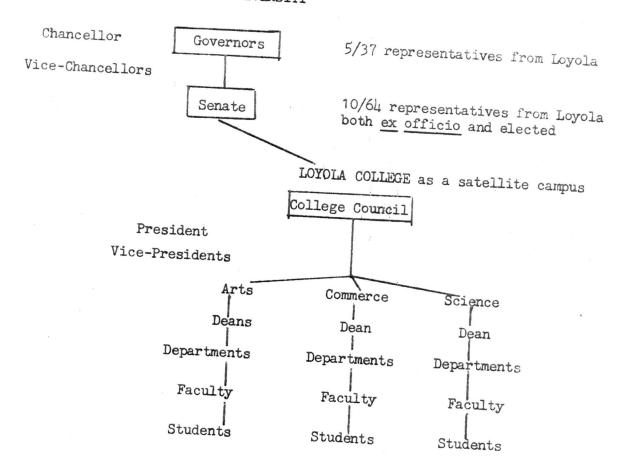
Loyola's structures would remain basically as is except that degrees will be granted by McGill University in Loyola's name, that the Board of Trustees could continue as the proprietor of the property, or should it be bought outright, the Board would disappear, and that the present Faculty of Engineering would revert to the status of department within the Science Faculty offering B.Sc's with majors in Electrical, Civil, Chemical and Mechanical Engineering. The President of Loyola College would continue, helped by four Vice-Presidents: Academic, Administrative, Financial, and Student Affairs.

Loyola would also require guarantees that it will be able to maintain its own philosophy of education, its religious affiliation, its traditions, and its character, that its faculty members will have the same rights and be entitled to the same privileges that the McGill faculty have at present; that faculty members will be given every opportunity and consideration for teaching in the Graduate School and for appointments to University Committees.

LOYOLA COLHEI 7141 SHERBHOOKE ST. .: MONTREAL 262



### McGILL UNIVERSITY



July 1970

Joint Committee of Trustees and Senate on the Future of Loyola

The fact is that both Loyola College and Sir George Williams University have their own philosophies of education, their own views of their missions, their own characters and traditions; and those of Loyola are very unlike those of Sir George, and vice versa. And, as has already been discussed and considered, federation of the two institutions would not only enhance and solidify the positions of both institutions, but would also unite even further the anglophone population of the Province of Québec.

Sir George Willimas is basically a "sidewalk" university, located in central Montreal and very much involved in Community effort, attracting older and generally more mature students to its evening courses. It has spread out into the Day Division very rapidly and is faced, as most institutions, with a problem of expansion.

Loyola, on the other hand, has grown from a small English-speaking, Catholic, men's liberal arts college into an institution which has established rather solidly its academic reputation and its real presence with a total enrollment of over ten thousand students. It is based in the West End of the city, attracting students not only from that section but from the whole Island and beyond. And its understanding with the University of Montréal concerning the granting of degrees comes to end in 1972.

Federation could solve the many problems now facing these two institutions: the natural expansion and growth of both institutions could continue; the interaction of differing views of purpose and philosophy of education could be mutually beneficial; the free and easy access to professors, courses and

students, facilities and space could permit an even greater variety of possibilities; suitably qualified professors would be available for the infant Graduate School, to say nothing of the increased resourses of libraries, data processing and computers.

Since this new university would require complete cooperation between the two constituent institutions, it would be necessary that both enter the agreement with as great understanding as possible, allowing neither one nor the other any advantage, be it real or imaginary, over the other, - that is, as equal partners.

This new university would receive a new charter from the provincial government, and would radiate even more the kind of interest already evident at Sir George and Loyola in some areas. It would be Canadian, preferably hiring Canadians, emphasizing things Canadian (History, Literature, Political Science, Economics, etc.), encouraging research and exploration into areas Canadian, and even more specifically Québecois (Sociology, etc.), and generally serve as the centre of true Canadian Culture.

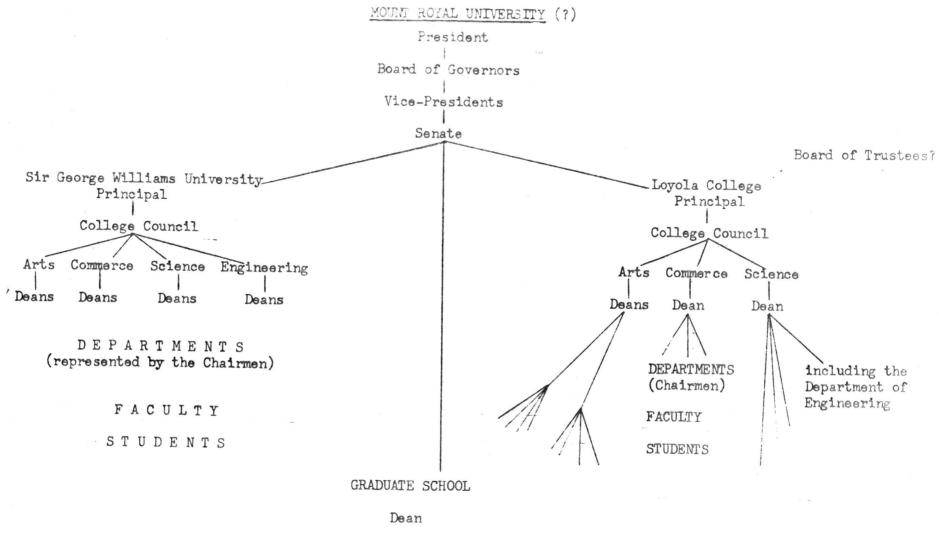
The new university (Mount Royal University?) would have a Board of Governors, with equal representation from Sir George Williams University and Loyola; a University Senate, with equal representation; Vice-presidents for Arts, for Commerce, for Science and Engineering, for Administration, for Finance, for Student Affairs, for Extension and Evening Division, at all times co-ordinating the work of the Deans in these areas. The remaining structures at Sir George Williams University would virtually remain as is, except for

those changes which the Sir George Williams University community would feel necessary. Loyola's structures would remain basically the same with two probable changes: the Board of Trustees could continue as proprietor or disappear as a legal entity should the property be bought outright by the new university; and, the Faculty of Engineering could revert to departmental status offering as it does at present B.Sc.'s with majors in Chemical, Civil, Electrical and Mechanical Engineering.

Degrees would be granted in the names of the constituent institutions by the new university; the faculty and students would have the same rights and privileges; and there could be a free exchange of professors, courses and students for their mutual benefit. Operational and capital financial grants would be divided proportionately, always with the approval of Senate and Governors; library, athletic and all other kinds of facilities could be shared.

But most of all, the very real problems of both institutions and those facing the Ministry of Education - and especially, of what to do about the three English-speaking institutions on the Island - would be resolved once and for all for the greatest benefit of everyone.

Loyola June 1970 - 1



Graduate Council
(Graduate Library)

Faculty (drawn from the faculties of both constituents)



# LOYOLA AND THE UNIVERSITE DU QUEBEC

Bill 88, passed by the provincial National Assembly of Quebec on December 18, 1968, and listed in Chapter 66 of the laws of 1968, brought into legal existence the University of Quebec, and as of September 1969 had a total enrollment of over ten thousand students taught by over six hundred professors on campuses in Rimouski, Chicoutimi, Trois-Rivières, and Montreal. It has, as the Introduction to Documents 1: Cadre général de l'organisation de l'enseignement pour 1969-70. Guide de travail à l'intention des étudiants, professeurs et administrateurs (Université du Québec: 1969) two basic characteristics:

1. it constitutes a network of institutions of "enseignement supérieur" and of research; and 2. it is the means by which a new university is established in Quebec which will become an important collective instrument of development for our society. What it wishes to be is a democratic state university eperating under the dual symbol of participation and creativity: "la participation directe des étudiants et des professeurs."

To date, and no wonder since the Université du Québec is very much in its infancy notwithstanding the numbers of students enrolled, the Université has not attempted the incursion into the education of anglophone citizens of the Province of Quebec, but since it does wish very much to participate directly, and even be the instrument through which Quebec society will continue to develop and grow, and English-speaking citizens are part of the community which the Université du Québec serves, then Loyola must consider federation with the Université du Québec of utmost importance and among its highest priorities.



This step would undoubtedly be a very important one not only for Loyola, in allying itself so closely with the state university, but also for the Université and the Quebec Government in trying to bring about greater understanding and trust between the various Quebecers who happen to speak several languages.

Loyola could very easily fit into the structures of the Université du Québec as a constituent institution according to II. 4. c.

Elle (la corporation) peut ...
conclure, avec tout établissement d'enseignement ou de
recherche, tout accord qu'elle juge utile à la poursuite
de ses fins;

or under IV. 50 and 51

- 50. Le lieutenant-gouverneur en conseil peut, sur la recommendation du ministre et après avoir obtenu l'avis de l'assemblée des gouverneurs, instituer par lettres patentes sous le grand sceau, des instituts de recherche et des écoles supérieures.
- 51. Les lettres patentes désignent le nom de l'institut ou de l'école, ses objets, le lieu de son siège social et les premiers membres de son conseil d'administration; elles peuvent aussi, contenir toute autre disposition concilable avec la présente loi.

As a constituent institution, Loyola would decide not to have a "conseil d'administration" which according to III. 32 includes: the rector, 2 persons from academic administration, 3 professors, 2 students, 1 person representing the local CEGEPs (i.e. Dawson and Vanier Colleges), the Vice-Rectors, and 3 others recommended by the Board of Governors ("l'assemblée des gouverneurs")

making a total of 14; but rather continue with its Senate as it presently stands or as it will be altered — all this, of course, with the sanction of the Board of Governors of the Université du Québec. Loyola would also require representation on the Assemblée des Gouverneurs which, according to II.7., consists of:

- a. the President
- b. the rector of each constituent institution
- c. 3 persons (3 year terms) appointed by the Lieutenant-Governorin-Council on recommendation of the Minister from among the "directeurs des instituts de recherche et des écoles supérieures"
- d. 5 persons (3 year terms) appointed as in c. from among the professors of the constituent institutions
- e. 2 students (1 year terms) appointed as in c. and d. from among the students of the constituent institutions
- f. 3 persons (3 year terms) appointed as in c., d., and e. on the recommendation of the Minister after consultation with the most representative associations from the world of business and industry
- g. 4 Vice-Presidents selected by the majority of the Board of Governors while the Executive Committee is the President and between 3 and 6 members elected from the Board of Governors themselves.

Loyola would therefore require guarantees that it would have proportionate representation (with its full-time enrollment of 4250 and over 10,000 if all full-time and part-time students are considered) on the Board of Governors in b., in d., in e., in f. and in g., as well as 2 representatives on the Executive Committee. Furthermore, Loyola and the part of the community which it serves would need guarantees that the Board of Governors would consider English-speaking represen-



tatives when making appointments of Vice-Presidents and filling vacant positions on University committees and the like. Furthermore, representation of at least 30% will have to be insured on the "conseil des études" which according to II. 18 ff. consists of the President or his representative, Vice Presidents Academic and Research, rectors of each constituent institution, 4 academic administrators and 3 professors.

Such a federation, such an addition as Loyola College to the Université du Québec would be a "coup" since the Université could do nothing but be enhanced both educationally and politically. It could "break the ice" for the rest of English-speaking institutions, and if the plan is to incorporate all anglophone institutions into one federated body with the U du Q as the centre, as the core, most problems of such an incorporation or federation would have been anticipated with Loyola while claiming credit for the solution of a problem which has been "plaguing" the Ministry and the Government for many years.

It would be a further expansion for the U du Q with the acquisition of a campus in an area on the Island where it has made no inroads and where there is a considerable francophone population. The further acquisition of an institution already well-established, reputable, staffed by well qualified faculty, teaching proven programs — that is; of a fully operative, first-class institution that Loyola is known to be — would clearly be an advantage to the burgeoning Université, to say nothing of the undoubted increased cultural, educational, social and political influence set up as a counter-balance to the Université de Montréal.



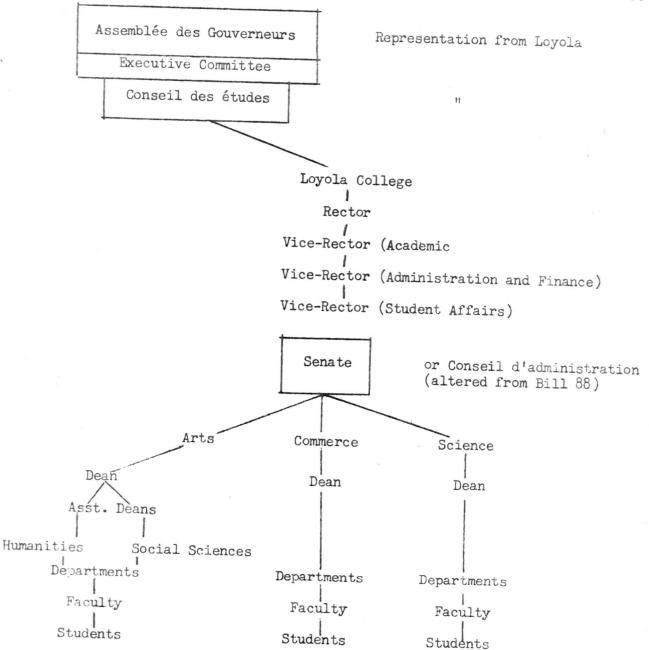
Another oustanding advantage that would accrue the general community are the possibilities which present themselves — exchange of students, of professors, of undergraduate and graduate courses; the availability of other resources, of space, of hardware, of diversity of experience and programs — resulting in close harmony, greater understanding, deeper appreciation of each other, leading to the eventual deterioration of barriers and the emergence of truly bilingual Canadians.

Loyola would besides the above, continue from a structures point of view as basically the same: that degrees will be granted by the Université du Québec in Loyola's name, that the Board of Trustees could continue as the proprietor of the property, or should it be bought outright, the Board would disappear, and that the present Faculty of Engineering would revert to the status of department within the Science Faculty offering B.Sc's with majors in Electrical, Civil, Chemical and Mechanical Engineering.

The prospects for an outstanding contribution to the community and to education in the Province are here for the asking; and the "new" view of the Université du Québec must arise out of the federation.

# OF MONTREAL 6.

## UNIVERSITE DU QUEBEC



Joint Committee of Trustees and Senate on the Future of Loyola

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